

Board Planning Tools

DECEMBER 11, 2019

Agenda

Community Action Board Responsibilities

Tying ROMA to board actions

Boards role in Organizational Standards

Best Practice Tools- New River Community Action

- Board Workplan
- Strategic Plan Tracking Tool

Q&A

Board Roles and Responsibilities

Duties of Care, Loyalty, and Obedience

Financial Oversight

Board Development

Fund Development

Strategic Planning

Program Performance

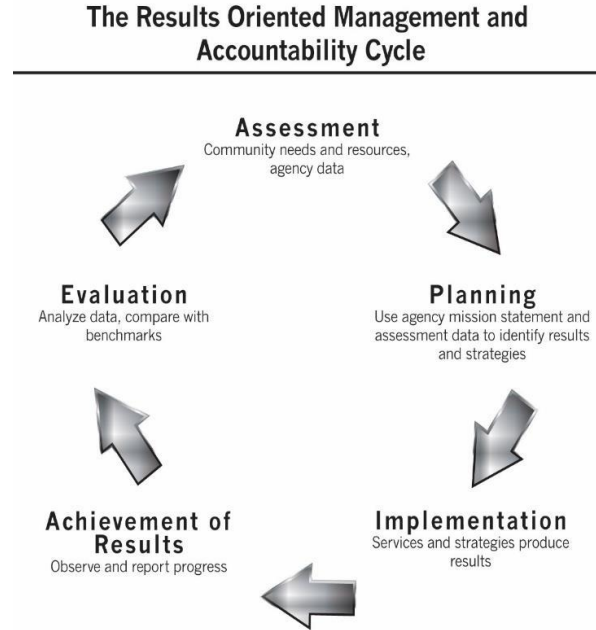
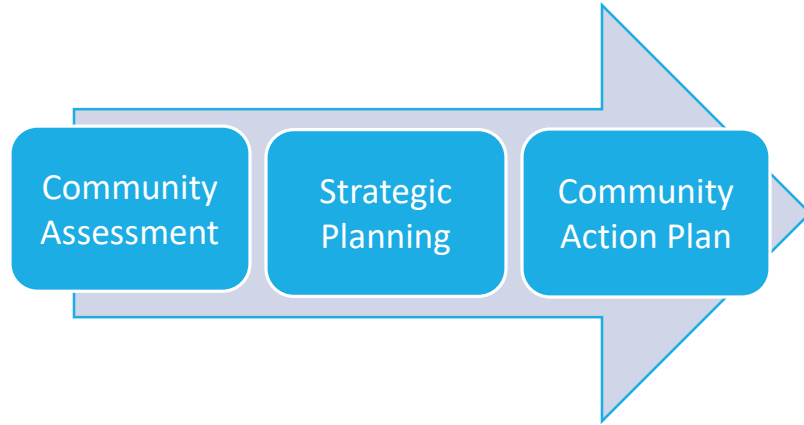
Advocacy

... the list goes on

Role of Community Action Boards

As a condition of designation, private nonprofit entities and public organizations must administer their CSBG program through tripartite boards that **“fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities.”**

Tying It Together



Boards Role in Organizational Standards

Boards = critical stakeholder in assuring adherence to standards

- Must look beyond basic compliance to assure that CAA meets high standards of quality, accountability and effectiveness

Board's primary responsibility is to assure that CAA not only meets all federal and state requirements but also provides high-quality services to low-income community served

- Must focus on CAAs overall responsiveness to changing community needs and the provision of comprehensive high-quality services designed to reduce poverty and strengthen communities

How do we do it all?

With all the responsibilities of boards the question becomes: how do we manage to get it all done and still have time for meaningful discussion?

That's the BIG question!

NRCA Annual Board Workplan

The initial workplan was a one page basic workplan provided by a sample from OVCS over 10 years ago. The basic plan covered major tasks, such as approving the audit.

With the addition of Organizational Standards, we took an in-depth look at all the required tasks for the board and determined which month worked most effectively to handle each task based on deadlines and reporting.

Staff reviewed documents for complete and thorough requirements as well as recommended best practices to include:

- **CSBG Organizational Standards**
- **Head Start Regulations**
- **Uniform Guidance Regulations**
- **NRCA Bylaws**
- **CSBG Reporting Requirements**

NRCA Annual Board Workplan

Numbers = CSBG Organizational Standards; HS=Head Start Regulations; UG=Uniform Guidance Regulations; Bylaws=NRCA Bylaws; CSBG=CSBG Reporting Requirements

	Activity	Assigned Committee	Month or Year	Month/Year Completed	Notes
BP	*Develop Board Annual Work Plan	Executive	June		
Bylaws	*Elect Officers	Nominating	June		
Bylaws	*Develop Public/Community Relations Plan for next year	Public/Community Relations & Resource Development (PR)	June		
Bylaws	*Develop Agency Resource Development Plan for next year	PR	June		
7.4-.5	*Approve CEO Annual Compensation (Executive Session)	Full Board	June		
Bylaws	Poll Board Members for Committee Preference	Full Board	June		
	CEO meets with Board following evaluation (Executive Session)	Full Board	June		

- The left column indicates which Org. Standard or other regulation requires the annual task.
- If a Board committee is responsible for the task, it is listed and will start at committee level.
- The Workplan is arranged by month for easy review of what task is coming up each month.
- The Month/Year column is completed monthly to ensure completion of all tasks.
- The Notes section helps track if tasks are not required annually, but perhaps every 2 or 5 years.

NRCA Annual Board Workplan

	Activity	Assigned Committee	Month or Year	Month/Year Completed	Notes
5.9	Review Programs Reports	Full Board	Monthly		
8.7	Review Program and agency-wide Financial Reports (Balance Sheet, Income Statement and reserve funds)	Full Board	Monthly		
HS	Review USDA Meal Reimbursement Reports	Full Board	Monthly		
9.3 Bylaws	Review Analysis of Agency's Outcomes & Program Adjustments as Identified per Analysis	Program	As Available		Annually for each program
UG	*Approve New or Major Revisions to Financial Memoranda of Understanding (MOUs)	Finance	As Needed		
5.7	New Board Member Orientation	New Board Members	As Needed		Within 6 months of seating
UG	*Approve New Leases or Major Revisions, Major Facilities Renovations & Purchases	Finance	As Needed		
UG Bylaws	*Approve Agency Bank Accounts and Investments	Finance	As Needed		
Bylaws	*Approve Job Descriptions	Personnel	As Needed		
Bylaws	Participate in Staff Grievances according to policy	Personnel	As Needed		
HS	Review HS Communication and Guidance from Secretary (IMs)	Full Board	As Provided	As provided	

- The last page is ongoing and as needed tasks with no specific deadline, however makes sure that tasks do not get overlooked.

NRCA Annual Board Workplan

Staff use the workplan each month in preparation for Board agenda planning.

	Activity	Assigned Committee	Month or Year	Month/Year Completed	Notes
BP	*Develop Board Annual Work Plan	Executive	June		
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- The Board Clerk (*part of other position duties*) reminds responsible manager for preparation for the month's tasks as well as alerting CEO and Board Chair what is coming up for the month.
- This helps determine if document(s) will be ready for Board meeting.

NRCA Annual Board Workplan

The Board Clerk reports to the Board quarterly on workplan progress to ensure all tasks are completed.

New River Community Action, Inc.
**Board of Directors' Annual Work Plan
 2019-2020**

2nd Quarter Progress Report

Numbers = CSBG Organizational Standards; HS=Head Start Regulations; UG=Uniform Guidance Regulations; Bylaws=NRCA Bylaws; CSBG=CSBG Reporting Requirements

	Activity	Assigned Committee	Month or Year	Month/Year Completed	Notes
	*Approval new program year Committee Appointments	Full Board	July	July 2019	
HS	Review HS Strategies Gold (TSG) Assessment Summary	Program	July	July 2019	
	Photo of Board members and officers for press releases		July		Carried over
Bylaws	Review Agency's Salary Scale/Structure	Personnel	July	NA	New salary determination tool approved in Feb 2019
	*Approve Staff Organizational Charts	Personnel	July	July 2019	
5.6	Sign Conflict of Interest Statements	Full Board	July	July 2019	Every 2 years (last done 2019)

NRCA Annual Board Workplan

The Board Executive Committee reviews & updates the workplan annually in June to plan for the upcoming year, with final approval from the full Board. Senior staff review and update the plan prior to Executive Committee review.

Each year the document continues to be tweaked, as some report deadlines change or new items get added or are no longer required.

The full NRCA Document is available on our Board Resource page: <https://newrivercommunityaction.org/wp-content/uploads/2019/06/Annual-Board-Workplan-2019-20-approved.pdf>

Email nrca@nrcaa.org if you would like in a Word document to use as a template.

NRCA Strategic Plan Tracking Process

Strategic Plan (SP) Implementation meetings are:

- held quarterly
- all managers
- face to face
- ½ day
- offsite

Planning Specialist (ROMA implementer) is responsible for meeting logistics, facilitation and documentation

NRCA Strategic Plan Tracking Tools

SP Progress Detail was created to document conversations for managers and the Board

- “Staff Responsible” are ID’d as lead for each tactic but work is the responsibility all managers
- Updated each quarter and shared with Board

SP Notebook is

- All things SP in one place: notes, documents, links
- Accessible by all managers
- Used during meetings and as offline work is completed

Status Key



Not Started



Deferred



On Target



Off Target



Achieved



On-going

GOAL: 1. Be the champion for low-income families in the NRV through advocacy and storytelling. (National Goals: 1, 2, 3, & 6)

Strategies/Tactics	Staff Responsible	Target Date	Measurement of Success	Status
1.1. Equip clients to tell their success stories				
1.1.1 Determine platforms for sharing the stories	Sheila	Oct 2018	Platforms listing	
1.1.2 Create storytelling calendar	Sheila	Jan 2019	18-month calendar	
1.1.3 Create standardized list of questions for clients to talk through their story	Sheila	Oct 2018	List of questions	
1.1.4 Celebrate progress (a culture of celebration!)	Everyone	Now	List of client and staff progress measures; increased # of celebratory events	
1.1.5 Share best practices for telling client stories	Terry	Oct 2018	Subcommittee meetings on audience and best practices	

Quarterly Notes

October 2019	January 2020	April 2020	July 2020
1.1.1 Determine platforms for sharing the stories			
Videos will be used in platforms. Video production company was approved by the board. Sheila will work with company to schedule. NRCA General Fund budget will cover production costs. Focus will be on client stories, general NRCA, and staff recruitment. VA Cares and SwiftStart videos are powerful; recently used as part of presentation at VT class by Sheila and Jonathan. SS video was used in RESTORE grant application. This tactic is complete.			

Oct 18-Ad hoc committee to meet later October

Jan 19- Ad hoc committee met to determine the platform and calendar. Received two stories. PR intern perhaps turning stories into videos.

Apr 19- Platforms are the HOW we get information out; social media, newsletters, flyers, etc.

Jul 19- Platforms listed added to Notebook; managers will add stories to their monthly reports; PR committee to review video story with production company.

1.1.2 Create storytelling calendar

Carol asked, "What if we produced a story on a client then he/she took a downward spiral?" What would be the PR ramifications? Group discussed recovery is a life-long journey. We could perhaps include the disclaimer at the end of each video, to make the story real..."the journey continues..."

These are "progress" stories rather than "success" stories.

11/8/19

Casey suggested asking staff what success might look like, recognize it is a journey. Last year's calendar was presented by Sheila; it is not working as best it could. Assignments were rearranged to better fit programs. This tactic is complete.

Oct 18-Storytelling calendar—one program per month; What is a success story? This can take years. Small success stories—progress. What are benefits to others? Families. Small—examples—maintain job. HS—success stories in Spring. VITA—example: send special needs child to camp with return. How do we measure? Gather success stories—via relationship and surveys. CHIP training upcoming – "storytelling for non-profits" Consider storytelling showing linkages among NRCA programs.

Communications Specialist needs to receive these stories. Important to share calendar quarterly with SP staff Implementation Team.

Opportunity: VT marketing class will do marketing survey. Promote NRCA as site for public school community service—reach out to Civics teachers—create PowerPoint College students need volunteer opportunities—can help community learn about us.

Jan 19- One program highlighted per month. Consider incentives (PTO) for staff to gather and share stories. Show linkages among NRCA programs in storytelling.

Need to give a consistent message about NRCA and programs **Challenges:** Getting stories to Sheila; programs have sensitive client information; Boomerang effect - story highlights bad choices by client; we need to respect client but show progress.

Apr 19- Sheila continues to send reminders out to programs one month in advance.

Jul 19- Angie, Jonathan, Sheila and Terry met; they realized how hard to get stories. Different programs have different levels of engagement in telling their story. Understand the impact on the family, acknowledge that it is going out on multiple media outlets.

Revised calendar assignments for Fall 2019 and 2020. Sheila will continue to send reminders to programs; schedule was added to Notebook.



Meeting Subject: Strategic Plan Update meeting












Meeting Date: 10/29/2019 8:30 AM

Location: Sharkey's

Link to Outlook Item: [click here](#)

Invitation Message (Expand)

Participants (Collapse)

-  [Marsha Underwood](#) (Meeting Organizer)
-  [Terry Smusz](#) (Accepted in Outlook)
-  [Sheila West](#) (Accepted in Outlook)
-  [carol johnson](#) (Accepted in Outlook)
-  [Angie Nichols](#) (Accepted in Outlook)
-  [Shannon Lowery](#) (Accepted in Outlook)
-  [Jonathan Penn](#) (Accepted in Outlook)
-  [Sheryl Helm](#)
-  [Casey Edmonds](#)
-  [Kathy Harrell](#)
-  [Cara DeAngelis](#) (Accepted in Outlook)

AGENDA

1. Light Breakfast
2. Post [Brags and Celebrations](#)
3. Post [Dreams](#)
4. Strategic Plan Tracking Tool - OneNote Q & A
5. Recap Meeting Survey from October
[How we turn dreams into reality?](#)
6. 2020 Assignments and Due Dates
7. How are we institutionalizing?
8. [Goal 1 Advocacy and Storytelling](#)
 1. Items complete - [1.1.1](#), [1.1.2](#), [1.1.3](#), [1.2.1](#)

✠1.1.1 Platforms - Sheila

Friday, July 12, 2019

3:45 PM

Strategies/Tactics	Staff Responsible	Target Date	Measurement of Success	Status
1.1.1 Determine platforms for sharing the stories	Sheila	Oct 2018	Platforms listing	<input checked="" type="checkbox"/>

List of platforms

- *Graphics (Before service/After service) brief/less than sentence each.*
- *Social media*
- *Newspapers – paid ad/infographics?*
- *E-newsletter*
- *Paper newsletter*
- *Discussed potential for videos/challenges for quality result.*
 - *Outreach at events i.e. Parent meeting – provide question “What does [program] mean to you?” in advance so they can think about response and give 2-3 minute limit.*
- *TV/Radio (we didn’t discuss at initial meeting – would need to be specific if want to reach this way)*
- *Monthly program reports to the Board*

Short Term Next Steps:

Managers would add their stories to monthly reports

Long Term Next Steps:

SW

KH

SW

TS

+ What went well?

Good discussion

good conversation, celebrating successes

good input from all staff

Liked first activity - brag, dream, etc.

Nice breakfast

Good discussion around each tactic

Went quicker than usual - out by lunch.

Good conversation, like the what can "I" and "team" and "NRCA" do to help reach these dreams. It isn't all on one person when we look at the agency mission. It is on all of us.

Good ideas shared amongst one another.

Participating in the committee has made me aware of the agency as a whole. I agree with the above statement that "it isn't on one person" but we are all responsible for fulfilling our agency mission.

△ What didn't go so well?

Internet access not available for all

Chilly room - at first

Timing - accomplished agenda

Internet availability

Cold room

Internet was very slow



What did I learn?

More knowledge OneNote

Updates from programs while doing brags was great

More about agency core competencies

How huge the housing and transportation issues are in NRV!



What still puzzles me?

understand process

How to get the communities and local governments

more involved? (second that)

Local government

A black and white photograph of a chalkboard. The words "Any Questions" are written in a white, cursive script. The word "Any" is on the top line, and "Questions" is on the bottom line. The chalkboard has a dark, textured background with some visible chalk marks and smudges. The text is centered horizontally.

Any
Questions